



MWR THEME OPERATIONS

April 2006

Welcome

Java Café! Whether it is a wake up ritual, a break from work, or simply to socialize, coffee has become an integral part of American culture. Consumers identify with their flavor preference and many go to great lengths to brew that perfect cup of coffee. MWR Theme Operations has also gone to great lengths to provide that same perfect cup of Joe for customers. The Java Café at the Hobson Recreation Center, Presidio of Monterey (POM), California opened for business on Wednesday, 1 March 2006. On Friday, 3 March 2006 we opened a second unit at Middle-POM. Additionally, on 15 March 2006, we opened our first Java Café kiosk at the AFRC, Shades of Green (SOG).

The Java Café brand allows our installation MWR personnel the opportunity to sell one of the most recognized brands in coffee; Starbucks. Java Café features the "We Proudly Brew" program that gives units access to all the complete line of Starbucks products. Java Café has lots of applicability in all different settings; as a co-branded operation or stand alone kiosk, the possibilities give the MWR Theme Operations family of brands a truly versatile and viable concept. Whether installations are looking to offer upscale soups, salads and Panini sandwiches, capture a new breakfast market or expand into specialty coffee, the Java Café brand can meet your guest's needs.

The Presidio of Monterey and the Shades of Green operations are the very first Java Cafés to open, and mark the 58th, 59th and 60th units overall in our growing family of MWR Theme Operations. Congratulations to the POM and SOG staffs for their hard work in making these openings so successful.

Roger Weger
Chief, Food Services Division



Presidio of Monterey opens first two Java Cafés

Location, Location, Location...

If you build it they will come; well...not always. But, if you build it in the right location *and* offer a great product, you can guarantee they will come. Coffee and studying: two things that go together as well as peanut butter and jelly. The new Java Cafés at the POM are in the ideal locations. MWR Theme Operations recently opened the two Java Café concepts at Middle-POM and Hobson Recreation Center. Middle-POM Java Café is centrally located within easy walking distance for service members and faculty. Java Café is a “We Proudly Brew”



Starbucks Coffee serving delicious espressos and hearty cappuccinos as well as a diverse menu of sandwiches, salads, and of course, pastries. The location will also ensure that grabbing some nourishment will not necessarily mean too long of a break from studying as muffins, mochas, and more are just around the corner. The Hobson Java Café is located in a wonderful recreation center where studying or just hanging out makes this a perfect match. Trends show that our younger customers are looking for an experience and not just an over the counter transaction. The Java Cafés at POM offers a unique opportunity for all customers. (POC: Trace Kea (703) 681-5255 or email:

Trace.Kea@cfsc.army.mil)

Shades of Green® on WALT DISNEY WORLD® Resort opens the third Java Café

The Shades of Green® on WALT DISNEY WORLD® Resort officially opened the MWR Theme Operations Java Café concept, on Wednesday, 15 March 2006. This is the third Java Café to open for the MWR Theme Operations, the first Java Café in an AFRC, and the first kiosk location for the concept. Overall, the unit marks the 60th MWR Theme Operation for the growing world-wide family.

The grand opening celebration began at 0600 with Mr. Michael Amarosa, USACFSC, Southeast/Northwest Area Manager, presenting Mr. James McCrindle, General Manager, Shades of Green Resort, the official Java Café restaurant franchise certificate. Following the presentation, the newly trained Java Café team members provided complimentary coffees, lattes, cappuccinos, mocha's and the signature Javachinno's. In addition to the beverages, hotel guests enjoyed a variety of scones, super-sized muffins, cookies, cinnamon rolls and pound cakes. Throughout the four-hour celebration, an estimated 350 hotel guests enjoyed the offerings and the wonderful guest service provided by the Java Café team members.

As the guests enjoyed the offerings, comments of “outstanding”, “tasty”, “incredible” riddled the air regarding the fresh baked pastries. An Army spouse, expressed, “These muffins are gigantic and so

moist. Look at the size of the chocolate chips! ” As the Java Café family grows, so does the buzz regarding the pastry line.

As the celebration continued, Mr. McCrindle commented, Conrad Hilton once said, “location, location, location”. He went on to add, “The location for the new Java Café is one that every hotel guest passes at least once a day. With the outstanding product and the beautiful cart, we continue to show the Solider and their families once again, how much we care in exceeding their expectations.”

This particular project was borne out of the annual MWR Theme Operations Manager Conference hosted at the SOG, when the Java Café kiosk prototype was unveiled. Following the successful unveiling, the prototype was relocated in front of the AAFES Shoppe in the resort. After a few infrastructure modifications, the unit was ready for business. We are very proud to be a partner at the SOG, and look forward to great success from this operation. A special thanks to Mr. McCrindle for his vision of the potential for the Java Café at the SOG.

Java Café is open seven days a week, 0600 – 2100 hrs for guests to enjoy. (POC: Michael Amarosa (703) 681-5218 or email: Michael.Amarosa@cfsc.army.mil)

Concept Opening...

Ever wonder how an MWR Theme Operation concept is developed on an installation and what really happens behind the scene before the grand opening? Well let's take a bird's-eye look.

Traditionally, the Community and Family Support Center (CFSC) are contacted by Installation Management Agency (IMA) personnel. After this initial contact, a site visit is scheduled with representatives from the IMA Region, installation personnel, and CFSC MWR Theme Operations personnel. This initial site visit serves to gather information regarding existing operations, to include but not limited to, installation and surrounding demographics, food and beverage competition both on and off base, historical financials of the overall installation food and beverage program, historical financials of the potential unit (if applicable), an overall site facility review (both interior and exterior) and a limited existing operational review. From this initial site visit, the data is then analyzed by MWR Theme Operations personnel and IMA personnel to make a business based decision to determine if one of the brands in the portfolio is suitable for the location. If it is deemed feasible, an in-house project validation assessment (PVA) is scheduled.

The PVA is an in-depth review/analysis/plan of the overall potential project. The PVA team usually consists of the MWR Theme Operations Area Manager and Executive Chefs, IMA Regional Personnel, CFSC Interior Designers and Food Service Designers and most importantly, installation personnel. The PVA's are where the rubber meets the road for project evolution. This PVA traditionally consists of focus groups, market analysis, detailed site analysis, competition analysis, impact analysis, conceptual layout designs and required equipment are formulated, interior décor visions, construction statements of work, proposed menus, project cost estimates and a detailed financial analysis is created. This financial analysis encompasses a summary financial statement, projected renovation and capital purchase and minor construction (CPMC), historical and pro forma program income statements, net present value (NPV) calculations, internal rates of return calculations, projected cash flows, payback periods, present value interest rates and inflation indices. This process usually takes around 90-120 days to complete. Once complete, the completed PVA package is reviewed again by all parties and a final business-based decision is made as to the feasibility of the project. This is the decision that makes or breaks a project and is one made by the

installation in collaboration with both IMA and CFSC. Once this decision is made, final recommendations for design, equipment and interior décor are completed, provided the decision to proceed is granted.

When the decision is to proceed, a project manager is assigned. This project manager can be from the installation, the CFSC Construction Directorate or in some cases, your MWR Theme Operations Area Manager. It depends on the size and complexity of the project. Once the project is in their hands, they are responsible for the overall construction/renovation process as it relates to the project. A project completion date is set, a funding vehicle is created, and the process begins. A great deal of work and coordination takes place to pull a project together with numerous internal divisions and outside organizations. This responsibility covers everything from working with the contracting officers on the contracting process, procurements, design conformity, plumbing, electrical, equipment installation, interior décor packages, in-progress and final reviews.

As the construction/renovation phase is taking place, the MWR Theme Operations Area Manager is working very diligently in a number of different areas. First and foremost, the Area Manager becomes the right hand person of the project manager to aid in any issues that may arise with the process. Second, the Area Manager finalizes the menu with the Executive Chefs and the installation.

Once the menu is finalized, meetings with the prime vendor take place to ensure product specifications are readily available prior to training and product cost is established. The products include all consumable and non-consumable product requirements. When product cost is received, the Area Manager builds the Foodtrak database to recommend product selling price points to the installation personnel. When the installation provides an approved menu with associated prices, the menu is forwarded for layout by the graphic artist then off to the printer for delivery. As this is taking place, menu board layout is also being coordinated to ensure the board matches the "To Go" menu. This is a process that requires great attention to detail and goes through numerous iterations to ensure completeness.

Now that the menu is established, product specifications are determined and menu boards and menus are being created. The next step is to establish all smallware requirements for the operations. The lists are created from the operational/preparation requirements of the menu and the delivery process of the program. Once the smallware list is complete, the procurement begins with numerous vendors to ensure the right equipment is obtained.

As all this is transpiring, the Area Manager begins creating the marketing plan with the MWR Theme Operations Marketing Specialist and the Installation Marketing Director. This plan includes but is not limited to, advertising venues and media (flyers, radio, television, magazines, e-mail, etc), distribution, notifications, invitations, grand opening celebration requirements, balloons, mascot coordination, commercial sponsorship and programs. The main objective of the plan is to penetrate the market with information about the upcoming grand opening and follow-on operations.

The training schedule is also being completed simultaneously. This schedule and training contained is the backbone of a successful grand opening and follow-on operation. Traditionally, the training is approximately two to three weeks long leading up to the grand opening. The training encompasses all elements of the operation. It is imperative that unit management and team members be involved in all aspects. As many of you are aware, this training covers all elements of a successful operation to include, guest service, leadership and teambuilding, train the trainer, ServSafe sanitation, Alcohol Sellers Intervention Program (ASIP), kitchen and storage area set up, internal controls, culinary safety, fire safety, electronic point of sale (EPOS), Foodtrak, menu and product development, dry runs and soft openings.

At the end of this three week training, the staff is ready for the successful grand opening and follow-on operation of the MWR Theme Operations unit. (POC: Michael Amarosa (703) 681-5218 or email: Michael.Amarosa@cfsc.army.mil)

Getting Back to Basics: Pulling a perfect shot of espresso

This month's back to basics regards our newest theme; Java Café. The start of every good espresso-based drink is pulling a perfect hot shot of espresso from the machine and serving it quickly. Those of you not familiar with the Starbucks program "We Proudly Brew" at Java Café may be surprised just how easy it can be to have your team members making these coffee concoctions like Master Barristas.

One of the first needs is to find a good espresso machine; we use the Ambiente 15S0-Duo-PS model. This machine does much of the work for you allowing the user to pull espresso much faster than traditional espresso machines. The pump driven machines force hot water through the finely ground coffee thus brewing the coffee *rapidly* which in Italian is *espresso*!

The next step is ensuring the proper coffee beans are used. We use the Starbucks Espresso Roast beans which are a blend from Central America and Indonesia. These are beans that have been roasted longer than other Starbucks coffee beans, to provide a more robust and intense flavor.

Let's pull the espresso:

One thing to keep in mind is speed of use and service of the espresso once pulled. Starting the shot too early will have a big effect on your final product. Espresso shots must be used within 10 seconds of preparation.

1. Make sure the hoppers are full of the espresso beans. The right hopper takes decaf and the left regular.
2. Place a cup under the spouts and press either the single-shot or double-shot button. If decaf is desired then be sure to press the decaf button before the shot button, the decaf signal will display.
3. Serve or incorporate the shot within 10 seconds.

It's just that easy! All the dosing, grinding, tamping and shot timing are done by the machine.

Remember to keep efficiency in mind, for example a double-shot will create enough espresso for two portions at the same time.

Following these simple procedures and guidelines will ensure we serve consistent, hot espresso and espresso based drinks. (POC Tony Marko (703) 508-5874 or email: Tony.Marko@cfsc.army.mil)

New seasonal promotion starts May 1st!

Last season's Combustion Burger and Cajun Chicken Pizza will step aside on May 1st to make room for a new seasonal promotion. May through August will feature the New York Style Pizza and Tortilla Battered Popcorn Shrimp.

The New York Style Pizza's secret is all in the thin and crispy crust. The dough press is adjusted to the thinnest setting and a sprinkle of cornmeal over the uncooked dough provides a crisp, crunchy texture when baked. Guests can choose whatever toppings they like. This promotion will please both managers and guests because there are no extra products to order (except cornmeal) and, guests will enjoy a variation of their favorite pizza without "risking a chance" on a new and unfamiliar recipe.

The Popcorn Shrimp Crunch Pak is the ultimate grab n' go snack that's just in time for summer. This is the first time MWR Theme Operations have offered this type of snack and we're excited to see if it will be a hit with guests. The popcorn shrimp is coated with a crunchy tortilla chip batter and is tossed with whole tortilla chips. The addition of the chips helps fill the box and makes for a substantial snack or light meal that's tasty and fun to eat. A side of picante sauce is included for flavorful dipping.

Promotional materials will be shipped during the first week of April. The static clings have morphed into a better quality adhesive-backed "mini poster" that you can place on almost any surface. The adhesive is guaranteed not to leave a residue behind when removed, even when placed in direct sunlight in hot locations.

Poster & ad layouts available as downloads

Here's a service that will make your marketing office graphic designers jump for joy. Present them with this knowledge and watch the smiles begin! The high-resolution, full quality layouts of both posters and black and white ads for the New York Pizza and Popcorn Shrimp are available as downloads from our website. Here's how:

1. www.prafulfillment.com
 2. Click Client Access
 3. User Name: MWR Password: Marketing
 4. Click "Theme Ops Downloads" (left side grey column)
 5. Place cursor over picture and click it to download
- *** PC Users will be asked to OPEN or SAVE. Click SAVE.
- *** Mac users will probably see the file appear as a web page type of window. Simply save the file to your hard drive.



(POC: Sharon Bertschi (703) 508-5894 or email: Sharon.Bertschi@cfsc.army.mil)

Data call for Java Cafés featuring Starbucks Espresso Module

Recently Starbucks Corporate Headquarters notified us that effective 1 January 2007 Java Café will no longer be able to utilize the Starbucks espresso line of products in the Java Cafe concept. The decision from Starbucks was based on a strategic business decision regarding the overall “We Proudly Brew” (WPB) program Starbucks offers, which also includes the private sector. After that date, we’ll still have the ability to utilize the Starbucks WPB program but not the Starbucks espresso module.

Fortunately for the Army, Starbucks has offered two exceptions to this new policy. The first exception is any new Java Café’s coming on line during the remainder of 2006 will be able to continue with the current WPB guidelines. However, this exception comes with one caveat. Each location identified will be reviewed by a Starbucks representative for approval to operate the WPB program with the Starbucks espresso module. While this exception is only for programs identified to open in 2006, these locations will be grandfathered to operate the WPB program with Starbucks Espresso module in the future. The second exception is that this policy change does not impact OCONUS installations.

After 2006, the MWR Theme Operations Java Café brand will still have the opportunity to utilize the WPB program but without the Starbucks espresso module, or we can use the Seattle’s Best line (with the Seattle Best’s Espresso module) a division of Starbucks. We will continue to keep you informed of any future developments.

We need to respond to Starbucks Corporate Headquarters with our proposed list of planned 2006 openings of Java Café’ locations utilizing the Starbucks WPB and espresso module by Friday, 14 April 2006. (POC: Bill Sewell (703) 681-5218 or email: Bill.Sewell@cfsc.army.mil)

Test your knowledge about ServSafe

1. What is the proper procedure for sanitizing a table that has been used to prepare food?
 - a) Spray with strong sanitizing solution and then wipe dry
 - b) Wash with detergent, rinse then wash with sanitizer
 - c) Wash with detergent and wipe dry
 - d) Wipe dry then wash with sanitizer
2. If food-contact surfaces are in constant use they must be cleaned and sanitized at...
 - a) Four-hour intervals
 - b) Break-times
 - c) Six-hour intervals
 - d) None of the above
3. How should cloths for sanitizing food-contact surfaces be stored?
 - a) Between 40° F for cold and 140° F for hot
 - b) On a nearby counter for quick and easy use
 - c) Between 41° F for cold and 135° F for hot
 - d) In a sanitizing solution

The Army Athletes Race to the Rings Promotion

The promotion officially ended as of close of business, 31 March 2006. Customers still have until 10 April 2006 to redeem their instant win prizes from your facility. Encourage any customers who have collected the Olympic game pieces to send them in by the deadline on 30 April 2006. See the official rules on how to claim prizes for more details. After action reports are due by 30 April 2006 and can be sent to Kristen Kea at DSN 328-6119 or e-mail: Kristen.Kea@cfsc.army.mil.

Promotion Blues?

Can't think of any new ideas for your facility? Take a look in your **2006 MWR Planning Calendar**; summer is right around the corner and the calendar is packed with ideas to help build your business over the summer months. Didn't get a copy? The calendar is online at <http://www.army.mil/cfsc/documents/business/MWRBMPcalander06.pdf>. Print out the current month and make it part of your next staff meeting brainstorm session. (POC: Shirley Kappa at DSN 328-6125 or e-mail: Shirley.Kappa@cfsc.army.mil)

101 Days of Summer

This promotion is coming to Army Bowling Centers – Memorial Day through Labor Day! Kids in grades K-12 can pick up a game card that entitles them to one free game of bowling with one paid game...every day of the summer vacation. At the end of the summer, game cards can be entered into a local drawing to win great prizes: a portable DVD player, an iPod shuffle, CDs, DVDs, video games, *Hoot* movie package and more! All entries will be sent to CFSC for a drawing to win one of two grand prizes: an all-expense paid trip for four with a backstage pass to an Aly & AJ concert or a private movie screening party for the movie *How to Eat Fried Worms*. The winner and 100 friends will be entertained by the film, sodas, snacks and contests to win movie-related prizes. Goal is to introduce youth to the sport of bowling, the bowling center, and offer them an opportunity to join a youth league. (POC: Shirley Kappa at DSN 328-6125 or e-mail: Shirley.Kappa@cfsc.army.mil)

NFL DIRECT TV

This year, there will NOT be any discounts for the NFL Sunday Ticket for existing customers. However, DIRECTV is going to offer FREE NFL Sunday Ticket to new customers to DIRECTV that has a Fire Code Occupancy of up to 200. There will also be a discount for NFL Sunday Ticket for any establishments that have a Fire Code Occupancy of 201+. The discounted rate has yet to be determined. Again, this offer will only apply to NEW customers to DIRECTV. Additionally, these locations will need to commit to one year of the Commercial Choice plus package (Commercial Choice, ESPNNetworks, In-Market Regional Sports Network and Local Channels) (where available) to qualify for the NFL Sunday Ticket offers. Each location will receive a dish and up to three receivers for free, along with free standard installation. (POC: Les Smith with CFSC Contracting at DSN 761-5310 or e-mail: Les.Smith@cfsc.army.mil)

Answers to ServSafe Questions

1. a)
2. a)
3. d)

Anniversaries

24 April – Primo's Express at Fort Irwin, CA celebrates their 9-year anniversary.

28 April – Primo's Express at Fort McCoy, WI celebrates their 9-year anniversary.

Closing Thought

"You do not lead by hitting people over the head – that's assault, not leadership"... Dwight Eisenhower



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